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EXPERIMENT STATION FOR

County-Agent Standards

H. W. Gilbertson



UNITED STATES DEPARTMENT OF AGRICULTURE
Extension Service.....C.W. WARBURTON *Director*
Office of Cooperative Extension Work.....C.B. SMITH *Chief*
Washington, D. C.



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COUNTY-AGENT STANDARDS*

H. W. Gilbertson
Extension Agriculturist, Central States,
Office of Cooperative Extension Work

The following outline has been developed to meet a demand from county agricultural agents and supervisors for certain standards which can be used by them for measuring progress in county-agent work in a given county from one year to the next. It is not a complete yardstick for measuring progress. It is primarily an inventory intended to serve as a basis for systematic discussion or study of some of the essentials for good county-agent work. It is suggested that each State make any necessary changes in standards and weights to adapt the outline to districts or groups of counties having similar conditions. In making such a revision it is desirable to get suggestions from the committee of the county agents best qualified to give this help, or from the most successful individual agents, since these standards can thereby be better adapted for the use of all county agents.

The weights and final score which an agent gets out of a possible 1,000 points are of minor importance. The main object is to stimulate a discussion regarding which are the best units for measuring results and which are the most important items of equipment, means or methods, for success in county-agent work.

There will necessarily be differences of opinion with reference to the standards. The weight indicated for each item is the maximum for that item. The standards suggested in this outline are conservative, based upon average conditions, with the understanding that supervisors and agents will include only such units as meet a high standard of quality. Result demonstrations under section one, for example, should only include demonstrations of results set up to furnish local proof that the recommended practice is desirable or superior to some other practice, crop variety, and the like. In order to be worth counting, the result demonstration should be so set up as to furnish the proof either for observation at a field meeting or in the form of convincing records of results.

The term "method demonstrations" refers to meetings where a method such as poultry culling or spraying is demonstrated by the agent, specialist, or local leader who goes through the entire operation just as the people are to do it at home. A poultry-house building demonstration, for example, can only be given by actually building a poultry house. Taking a poultry-house model apart and putting it together again at a meeting, or showing some blue prints, is only an illustrated talk.

*A revision of Extension Service Circular 17, County Agent Standards, issued in July, 1926.

Persons credited with being local leaders in extension work must have followers. Such persons must have done more than conduct a result demonstration on their own farms. They must have done work which would otherwise have to be done by the county extension agent, such as taking charge of a junior club, giving a method demonstration, helping arrange for meetings, tours, and the like.

The term "practices adopted" refers to something done for the first time as a result of extension work. County-agent supervisors will be glad to help agents interpret other terms and to furnish information regarding how best to set up convincing demonstrations, programs or plans of work, calendars of work, and filing systems, based upon the best methods used in their own and other States.

After the supervisor and the agent have recorded the weights for the year's analysis, it is suggested that they agree upon and check the items in the outline on which the agent expects to make a special effort to raise his score in the next year's analysis.

Summary of points

	<u>Standard weights</u>	<u>Summary of weights 192</u>	<u>Summary of weights 191</u>
I. Results and methods.....	600		
II. Office records, reports, and displays..	100		
III. Office equipment and efficient use of office clerk.....	50		
IV. Mailing lists and cooperators.....	70		
V. Programs and plans of work.....	70		
VI. Reference information and material.....	30		
VII. Analysis farm problems.....	80		

Total points.....1000

I. Results and Methods - Based Upon Agent's Last Annual Report Comparing Agent's Work with State Standards (600)

	<u>Suggested State standards</u>	<u>Weights</u>	<u>Points 192</u>	<u>Points 191</u>
Number of active local and county project leaders, that actually lead, cooperating in agriculture including 4-H club leaders (1 point for each leader).....	50	50		
Number of such active local leaders cooperating in home projects (1 for 2)*.....	32	16		
Result demonstrations in agriculture conducted by adults who really demonstrated by furnishing local proof, completed with records (1 for each).....	45	45		

*Less weight is allowed for accomplishment in home economics than in agriculture because most of the home demonstration work in counties without home demonstration agents is done by home-economics specialists from the State extension office

	<u>State standards</u>	<u>Weights</u>	<u>Points 192</u>	<u>Points 192</u>
Number of 4-H club members who conducted re- sult demonstrations in agriculture (1 for 2).....	20	10		
Two convincing adult result demonstrations in agriculture in each township or commu- nity. Locate on outline map.....	--	8		
Per cent of result demonstrations started in agriculture that were completed and proved conclusively what agent set out to prove (1 for 8 per cent).....	80	10		
Meetings at result demonstrations in agri- culture (2 for 1).....	12	24		
Method demonstrations in agriculture (1 for each).....	32	32		
Method demonstrations in home economics (1 for 4).....	40	10		
Two method demonstrations in agriculture in each township or community. Locate on map	--	8		
Communities having at least one method demon- stration in home economics. Locate on map (1 for 2).....	8	4		
Average attendance all demonstration meetings in agriculture (1 for each person).....	18	18		
At least one outstanding piece of work other than demonstrations in each township or commu- nity which gained a considerable amount of favorable comment for extension work such as a successful 4-H club, a tour, achievement day, or having a large enthusiastic membership in a successful cow-testing association con- centrated in the community. Locate on map..	--	16		
Number of women enrolled in home-economics project work (1 for 10).....	100	10		
4-H club members completing year's project work and furnishing report (1 for 2).....	100	50		
Per cent of club members completing (1 for 8 per cent).....	80	10		

	<u>State standards</u>	<u>Weights</u>	<u>Points 192</u>	<u>Points 192</u>
Public demonstrations by 4-H club demonstration team or teams (1 for each).....	5	5		
Per cent of rural children of club age enrolled in club work (1 for each per cent)*	8	8		
Leader training or county project committee meetings in agriculture (3 for each).....	3	9		
Leader training or county project committee meetings in home economics (1 for each)...	6	6		
County, township, or community tours, or achievement days used during the past year in agriculture and home economics.....	10	10		
"One-idea" educational project exhibits prepared and displayed at fairs or in show windows.....	3	12		
Agent acquainted with officers of important organizations of county other than extension organizations and has had some definite important cooperation from them (1 for 2)..	4	8		
Classes of business men such as feed and seed dealers that have endorsed the county extension program by placing special materials in stock recommended in furthering the extension program or through some other equally effective means of cooperation (1 for each).....	4	4		
Practices adopted for first time in agriculture, based on names and other definite records (1 for 4)**.....	600	150		
Different farms and homes visited by county agricultural agent (1 for 20).....	240	12		
Office and telephone calls (1 for 240).....	2,400	10		
Total meetings participated in by county agricultural agent (1 for each 5).....	80	16		

*Get actual figures from the county superintendent of schools or assume that there is an average of a boy or girl of club age on every farm.

** The names can often be obtained from business firms handling supplies such as spray outfits or lumber for portable hog houses.

	<u>Weights</u>	<u>Points</u> <u>192</u>	<u>Points</u> <u>192</u>
One project planned in detail and conducted on an intensive or campaign basis. List the means and agencies here and consider the unusual or special features which increased the effectiveness of each. Allow three points for each extension means or agency used effectively in the project.....	24		

Programs for community meetings planned at least six months in advance with five communities and program material furnished.....	5
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II. Office Records, Reports, and Displays (100)

Daily record sheet, record slips or cards, and project record sheet or card used.....	4
Small outline county maps showing communities carrying on extension work and community boundaries available for use in making project records.....	2
Map or maps of county showing graphically major accomplishments in extension work during the past year....	10
Inventory of office equipment belonging to county extension organization or county extension office under headings, quantity, article, cost, and date purchased	2

	<u>Weights</u>	<u>Points</u> <u>192</u>	<u>Points</u> <u>192</u>
Practical system of filing correspondence (2); reference material, including statistical and narrative reports of extension work in county since work was started, in one folder or available for convenient reference, (4); and bulletins (8), so that any important material can be found in less than one minute.....	14		
File of a few good photographs relating to extension work of county suitable for use in making cuts for press articles and for annual reports.....	2		
Project folders of other material for report making.....	3		
Current file of letters or statements from farmers testifying to the benefits derived from project work or the county agent's work (1 for 2).....	6		
File cleared of dead material annually.....	3		
Narrative report - completeness of data (3), convincing style (4), maps (2), photos (1).....	10		
Agent using newspaper style in narrative report and press articles.....	4		
Brief summary of outstanding accomplishments of extension work in county by projects and years since work was started. Include only major projects or activities. Show number of cooperators, demonstrators, people adopting practices, club members completing, and other facts indicating progress.....	20		
Annual report summary for the past year and next year's program of work printed on single card or 4-page circular for general distribution.....	5		
Office display of insect, disease, or weed pests; kinds of feeds, limestone or fertilizers.....	2		
Graph or other convincing way of showing agricultural trends, losses, or conditions for one project.....	3		
Bulletin display rack.....	3		
Suitable pictures on wall of groups of people cooperating in county extension work; also of animals, products, and so forth, involved in extension work.....	2		
Office display material, walls and so forth, free from nonessentials.....	5		

III. Office Equipment and Efficient Use of Office Clerk (50)

	<u>Weights</u>	<u>Points</u> <u>192</u>	<u>Points</u> <u>192</u>
Full-time office clerk.....	10		
Office equipment.....	24		
(2 points for each of the following 12 items):			
Telephone.			
Vertical filing case.			
Motion-picture projector or stereopticon.			
Mimeograph.			
Cloth blackboard.			
Camera.			
Office desk.			
Typewriter desk for clerk.			
Work table.			
Four to six office chairs.			
Transfer cases for records and the like.			
Four or more pieces of professional equipment, such as soil tester for acidity, transit, soil auger, pruning shears, pruning saw.			
Activities of office clerk:			
The clerk maintains a friendly and courteous attitude toward all callers.....	4		
Keeps record of each important telephone and office call.....	2		
Answers routine correspondence and office calls for information.....	2		
Helps make up monthly reports and project records..	2		
(1 point for each of the following items):			
Opens and sorts mail.			
Files correspondence and bulletins.			
Takes dictation.			
Keeps financial record.			
Operates addressograph and mimeograph.			
Tests soil for acidity or renders similar service.....	6		

IV. Classified Mailing Lists and Cooperators (70)

List of the 50 most influential farmers who are most willing and able to help advance agricultural exten- sion work, including 4-H club work. A carefully selected list of 50 is better than a longer list hurriedly made up.....	7		
List of the 50 most influential women in the county who are most able and willing to encourage and help advance home demonstration work, including 4-H club work.....	5		

	<u>Weights</u>	<u>Points</u> <u>192</u>	<u>Points</u> <u>192</u>
List of the 25 most influential business and professional men who are most willing and able to help advance extension work in the county.....	7		
List of county and community extension committees or advisory council including project or local leaders, arranged by communities or townships.....	5		
List of all demonstrators, project or local leaders, cooperators, and others most interested in promoting each project arranged by projects. These project lists should be complete enough to include the leading farmers under each project such as hog raisers, dairymen, poultrymen, to facilitate the use of circular letters to supplement the use of the press in reaching the most progressive farmers. The county agent and supervisor after considering the number of dairymen in county might agree that the list of dairymen should be 100, poultrymen 50, and so forth. These lists should be kept to a reasonable minimum...	21		
List of 30 per cent of all farmers of county checked within two years for correct address.....	3		
List of members of boys' and girls' 4-H clubs.....	2		
Members county extension association.....	3		
Officers of other farmers' organizations of county such as the grange, farm bureau, and farmers' union..	2		
Breeders of purebred livestock by breeds and officers of breed associations.....	5		
Pure seed growers of county.....	4		
Officers of each cooperative marketing association, creamery, and so forth in county.....	3		
Officers of county bankers' association and commercial clubs, also their agricultural committee members.....	3		

V. Programs and Plans of Work (70)

Before making up programs and plans of work, it is desirable that agent prepare reference material and make analysis of the agricultural problems of county suggested in sections VI and VII of this outline.

	<u>Weights</u>	<u>Points</u> <u>192</u>	<u>Points</u> <u>192</u>
Six community or township programs of work with definite goals developed with committees of farm people for present or coming year (4 for each).....	24		
Chart showing county program of work by projects and townships with goals for present or coming year.....		6	
County plan of work summary chart for present or coming year using the following items at left of page and a 2-inch column for each of five major projects or activities.....			28
Name of project. Number of communities or townships involved. Number of project or local leaders to be used. Number of result demonstrations contemplated. Purpose of demonstration or local proof to be established. Total acres, animals, or other units involved in demonstrations. Number of meetings to be held at result demonstrations. Number of method demonstrations contemplated. Number of other meetings relating to project. Number of circular letters to be prepared. Number of tours. Number of news articles. Number of educational exhibits. Other methods listed.			
Days agent time to be used. Days specialist time. Number of farmers in county now following practices demonstrated or recommended, based upon survey or other definite method. If it is necessary to use estimate so indicate. Goal - number of farmers to adopt practice for first time during year. Methods to be used for determining number of people adopting practices or otherwise measuring results.			
Calendar of work showing monthly or seasonal distribution of work by projects for present or next year.....			10

	<u>Weights</u>	<u>Points</u> <u>192</u>	<u>Points</u> <u>192</u>
Publicity calendar showing time for getting out 24 or more articles relating to agriculture and home-economics projects and results during the year.....	2		

VI. Reference Information and Material (30)

Farm Population, Farm and Crop Acreage (2)*

	<u>1925</u>	<u>1920</u>	<u>1910</u>	<u>1900</u>
Total number of farms				
Farms operated by owners				
Farms operated by tenants				
Per cent tenants				
Number of school districts		X**	X	X
Average acres per farm				
Average acres improved land per farm	X			
Acreage all crops harvested, 1924				X
Pasture land per farm, total				X
Acres plowable or improved pasture land per farm				X
Nonplowable pasture land excluding woodland***			X	X
Woodland pasture			X	X
Other farm land (waste and woodland not pastured and other farm land)		X	X	X

Average Number of Acres Per Farm Principal Crops (3)

	<u>1924</u>	<u>1919</u>	<u>1909</u>	<u>1899</u>
Corn harvested for grain				
Corn hogged off		X	X	X

*Place weights for each year following the weights given in parenthesis.

** X is used to show that information is not available or that it was not considered essential to include it.

*** See Department Bulletin 526 "Pasture Land on Farms in the United States." Use - to show where the amount averaged less than one per farm.

	<u>1921</u>	<u>1919</u>	<u>1909</u>	<u>1899</u>
Corn cut for silage			X	X
Corn cut for fodder			X	X
Oats threshed or unthreshed				
Potatoes				
Hay crops - total all				
Alfalfa				
Clovers				
Clover and timothy mixed				
Wild grasses				
Average tons of hay per farm all kinds				X
Acres legume hay per farm including timothy and clover mixed			X	X

County Average Yield Per Acre (3)

	<u>Yield</u>	<u>Census</u>	<u>Census</u>	<u>Crop estimates</u>	<u>Crop estimates</u>	<u>Five-year</u>
	<u>1927</u>	<u>1924</u>	<u>1919</u>	<u>1921-1925</u>	<u>1916-1920</u>	<u>average by</u>
						<u>best growers</u>
Corn (bushel)						
Oats						
Potatoes						

Average Number of Head Principal Kinds of Livestock Per Farm (2)

	<u>January</u>	<u>January</u>	<u>April</u>
	<u>1925</u>	<u>1920</u>	<u>1910</u>
Total all cattle			
Cows 2 years old and over, beef and dairy			
Swine all ages			
Chickens			
Horses and mules - 2 years old and over			

Livestock Production (9)

Average number of cows milked per farm, 1925.

Average milk produced per cow (pounds)*, 1925.

Average pounds of milk produced per cow in five of best herds in county last year.

Average number of eggs produced per hen,* 1925.

Average number of eggs produced per hen in five of best flocks in county last year.

Average age at which hogs in county are made to weigh 225 pounds.

Same in herds of most successful hog raisers in county.

Number of pigs raised per brood sow by average farmer in county last year.

Number of pigs raised per brood sow in hog lot sanitation demonstrators.

Marketing and Value Farm Products (2)

	<u>1924</u>	<u>1919</u>	<u>1909</u>	<u>1900</u>
Average value per farm all crops raised, reported in census				X
Average value per farm all livestock on farms, January 1, 1925				
Average value dairy products produced per farm				
Value of eggs produced and chickens raised				X
Value of farm products sold cooperatively		X	X	X
Value of farm supplies purchased cooperatively		X	X	X
Index of prices of farm products**				X
Relative purchasing power of farm products***				X
General commodity price index**			X	

*Usually underestimated in census figures.

**Five-year average before war 1909-1914 represents 100.

***Ratio of price of what farmer sells to the price of things farmer buys, the years 1909-1914 being considered normal or equal to 100.

Average farm Expenditures Per Farm (1)

	<u>1924</u>	<u>1919</u>	<u>1909</u>	<u>1900</u>
Labor (money wages only)				
Feed				X
Fertilizers				

Average Value Farm Property and Mortgage Debt (3)

	<u>1925</u>	<u>1920</u>	<u>1910</u>	<u>1900</u>
Total value all farm property				
Value per farm all farm property				
Land and buildings				
Livestock				
Implements and machinery				
Value land and buildings per acre*				
Per cent of farms operated by owners reporting mortgage debt				X
Mortgage debt per mortgaged farm				X
Ratio of mortgage debt to value of land and buildings	%	%	%	X

Other Facts

Climate (1)

Average date last killing frost in spring
Average date first killing frost in fall
Average annual precipitation

Taxation (2)

Total assessed valuation all taxable property in county in 1920.

General taxes paid by rural property % or

By cities and villages.

*These figures would be more comparable if divided by the general commodity index.

: Tax cost for salary and expenses of county agricultural agent in county from county funds:

- (1) Average per farm based on proportion paid by rural property.
- (2) Average cost per acre based on proportion paid by rural property.
- (3) Average per \$100 of total general taxes.

Same for home demonstration agent if one is employed in county.

Reference Books and Maps (2)

Ten standard subject-matter reference books and two good books on salesmanship or teaching methods available in agent's office.

Soil, R. F. D. and geological survey maps of county and United States census reports for 1910, 1920, and 1925 available in office for reference; also United States Department of Agriculture and State department of agriculture yearbooks for the last five years.

VII. Analysis Farm Production and Marketing (80)

The reference material suggested on the preceding pages, the county agent's office records, and the information gathered by his contact with the farmers and business men of the county should serve as the basis for the following analysis of some of the farm production and marketing problems of the county. The material recorded will only be of value to him, to future agents, and to the representative of the State extension office, who will wish to use it for reference if it is prepared after careful deliberation. These questions are a challenge not only to the agent's background of information but also to his judgment. It is not expected that the county agent will have the economic information about his county suggested in this outline ready for the first analysis, but credit can be added for this as soon as completed. Relatively heavy weights are given for preparing the following outline, because it is assumed that a considerable amount of effort and time will be required in preparing the detailed records upon which the following conclusions can be based:

	<u>Points</u>	<u>Points</u>
<u>Weights</u>	<u>192</u>	<u>192</u>

List four of the most important conclusions that can be reached based upon the reference material listed in preceding section..... 4

	<u>Weights</u>	<u>Points</u> <u>192</u>	<u>Points</u> <u>192</u>									
List in order of economic importance the six principal commodities - crops and kinds of livestock or livestock products raised or shipped out of county.	2											
List for past five years by months the average farm price of above commodities.....	4											
Commod- ity	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
List freight rates per 1,000 pounds of principal kinds of livestock and per bushel of principal crops shipped out to the one or two principal markets to which farm products of county are most commonly shipped.....	2											
List varieties best adapted to county for each of five principal kinds of grain crops, five fruits, and five vegetables raised in county.....	3											
List most important plant disease or insect pest or both affecting these crops; also list in order of economic importance the five principal diseases affecting livestock of county.....	3											

List average cost of production per acre of principal crops and the average number of bushels or tons per acre, considering five-year average price, which are necessary to pay the cost of production..... 4

List the most profitable practices which will give the maximum increase in net profit per acre or animal unit. This can be determined best by a careful study of the experiences of the most successful farmers in the county..... 3

In what kinds of farm crops, if any, should acreage be reduced because of unprofitableness during last five years. Give similar information regarding livestock..... 3

List kinds of livestock or livestock products which should be produced in county more extensively to meet local demands. List cash or feed crops which should be produced more extensively to meet local demands or for use on farms. Which of these products shipped in from outside could farmers produce profitably for local market..... 4

In which crops and kinds of livestock should production be encouraged because of special adaptability or profitableness in the next five-year period considering market demands and competition with other areas producing the same products. Give reasons. Conclusions should be reached only after a careful analysis of facts using the best information and counsel available in the State..... 8

List farm-management system or the combination of crops and livestock which is proving most profitable for five of the most successful farmers in the county based upon labor income or per cent returned on investment..... 2

List kinds of fruits and vegetables that can be raised profitably as special crops to supply a limited local demand in county that are now shipped in most extensively or that should be raised to supply need of farm homes. 2

In which of these vegetables and fruits would commercial production be likely to fit into the farm organization systems and give larger net farm income to the producers 2

List two principal industries in the county other than farming - number of men employed in each and annual value of output of these industries..... 2

Analysis, preferably with a county committee, of problems of county, using following outline..... 32

Chief sources of income - principal crops and kinds of livestock.	Chief factors limiting profit, difficulties or problems.	Facts making people conscious of losses or seriousness of problem.	Solution or remedy proposed considering its suitability.	Gain or satisfaction to be had by adopting remedy.
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